

15 November 1977

MEMORANDUM FOR: Chief, Administrative Staff, NFAC

FROM :
Special Assistant-NIO Support

SUBJECT : The NIOs' Added Requirement for Staff

1. The NIOs' requirement for additional assistants stems principally from two circumstances. The first is that they, as an institution, have just recently come out of a period of uncertainty as to whether there should be such an institution and, if so, what functions it should perform. With the decision that NIOs should be retained, they are finding that the demand for the services they have traditionally performed has not only returned to normal levels, but in many cases has grown. A more ambitious schedule of estimates, for example, is being adopted, which simply means a heavier workload.

2. The second major circumstance concerns the establishment of the National Foreign Assessment Center and the concurrent assignment to the NIOs and their staffs of several additional functions. Perhaps the most time-consuming of these new tasks will be that of monitoring and coordinating all the production of NFAC that involves more than one production office. The NIOs, additionally, are expected to play a far more active role in monitoring for its quality the current intelligence production of the offices, particularly that part that makes its way in to the President's Daily Brief and the National Intelligence Daily. The NIOs are now also playing a key role in the preparation of the weekly briefings the DCI gives to the President. The NIOs are, moreover, now expected to represent all of NFAC's production offices to intelligence consumers, whereas before they concerned themselves only with that part of the Community's production that was interagency in character. The NIOs are no longer the principal substantive staff officers of the DCI only; rather, they perform the same functions for the Director of NFAC. Still to be faced is the added workload that will come with the establishment of the National Intelligence Tasking Center and a new planning system for the Intelligence Community. Whatever substantive guidance is to be provided to intelligence collectors and other program managers, the NIOs will have to take the lead in preparing it.

3. The return of more normal working conditions and the assignment of additional responsibilities have thus meant that the NIOs and their assistants are again working up to capacity, while the workload has only started to build. We have found it a useful rule of thumb that an NIO or an assistant, can manage only one major project a year, given all the additional responsibilities they have. We are beyond that level now. If the NIOs are to fulfill the functions they have been assigned, their staffs require augmentation. And their ability to perform their duties will bear directly on the realization of one of the DCI's principal objectives in his reorganization of the management of the analytical components of CIA--i.e., to address the complaints of consumers that the quality of the finished intelligence product should be better by providing stronger substantive leadership and a more rigorous review of the product.



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10 November 1977

NOTE TO: All NIOs

FROM :
Special Assistant-NIO Support

I have been asked to remind you that your attendance, or that of your representative, is desired at meetings of the Planning Board when matters up for discussion have relevance to your activities and concerns--e.g., when ORPA presented its production program earlier this week.

10 November 1977

NOTE TO: All NIOs and Office Directors

FROM : Robert R. Bowie
Director, NFAC

SUBJECT: Presidential Intelligence Priorities

Attached, you will find the lists of topics that we plan to submit to the PRC(I) on 18 November. Bearing in mind that this is a working paper for the PRC(I), would you please send your comments to on significant omissions or corrections by 1000, 11 November. Please keep the classification of your comments as low as possible.

ACTION

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